

Fig. 1

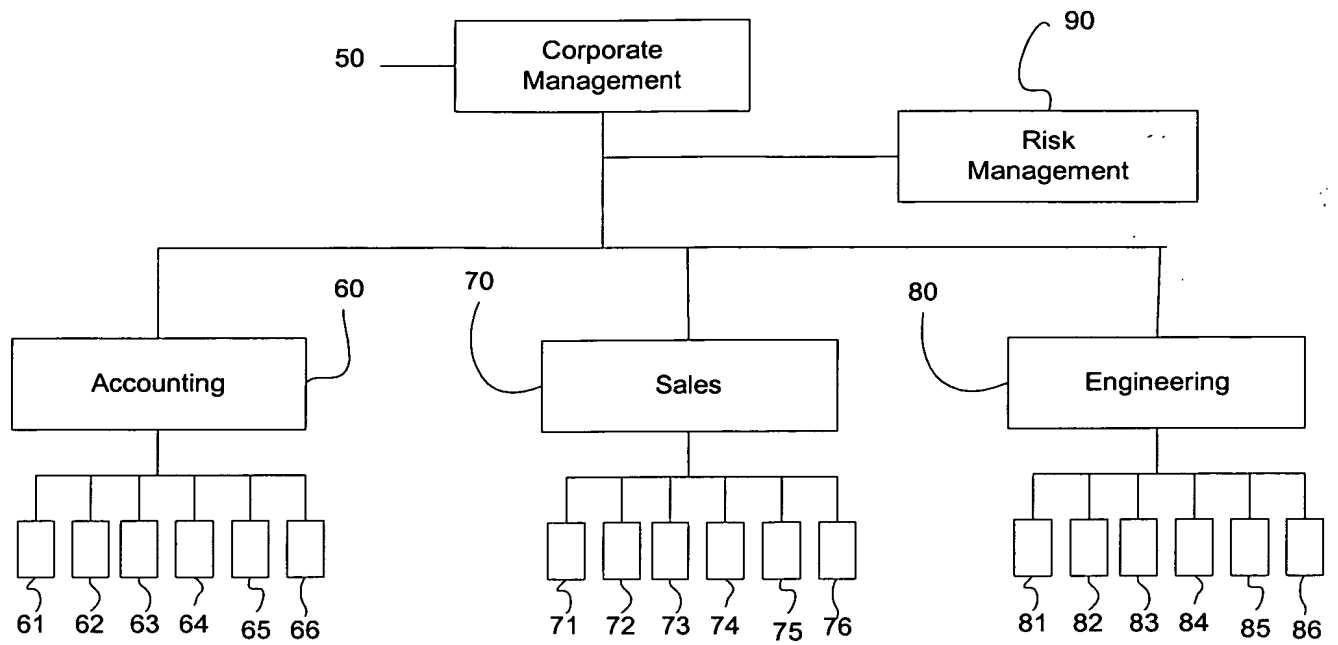


Fig. 2a

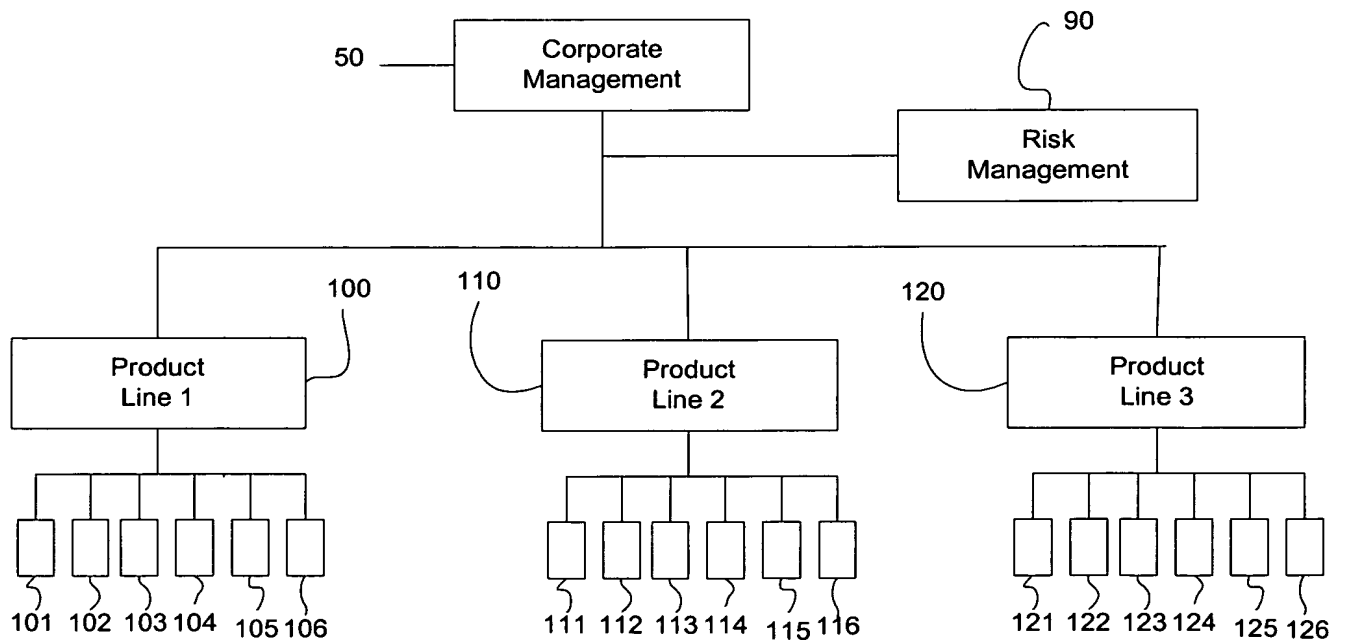


Fig. 2b

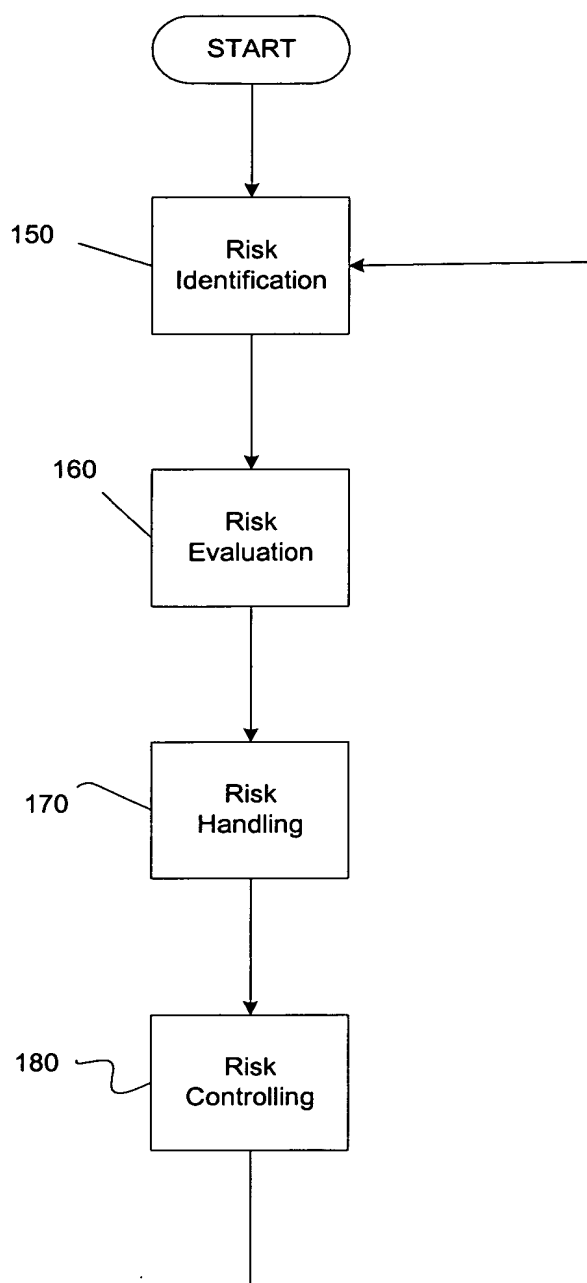


Fig. 3

Description of the regarded risk/opportunity categories

- 210
- ° Please indicate in the first column of the following list those risk/opportunity areas which belong to or which can usually occur within the regarded risk/opportunity category.
 - ° In the second column please indicate the five risk/opportunity areas which are the most essential.
 - ° Then please mark those risk/opportunity areas in the last column you have a responsibility for within the risk/opportunity management system.

Financial Risks/Opportunities

241

242

243

Possible
risks/opportunities5 most essential
risks/
opportunities

Responsibility

Currency fluctuations—221

☐☐☐

Interest rate fluctuations—222

☐☐☐

220 Credit Management—223

☐☐☐Credit Risks toward
lenders—224☐☐☐

Country Risks—225

☐☐☐

Interest Income—226

☐☐☐

Short term liquidity risks—227

☐☐☐

Long term liquidity risks—228

☐☐☐

- ° If there are other possible or essential risk/opportunity areas within the category please indicate:

Risk/Opportunity

Possible
risks/opportunities5 most essential
risks/opportunities

Responsibility

230

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Fig. 4

587

251 252 253

Category	Qualitative Probability	Quantitative Probability
1	Very Low	0 - 5 %
2	Low	5 - 20 %
3	Medium	20 - 40 %
4	High	40 - 60 %
5	Very High	60 - 100 %

Fig. 5

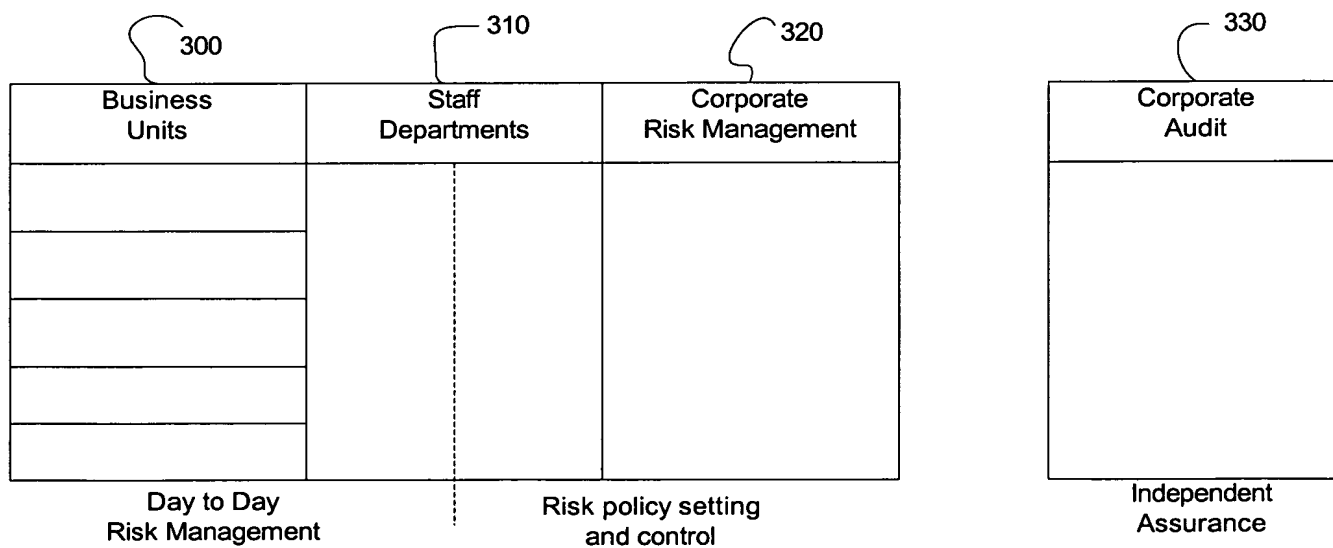


Fig. 6

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350

351	352	353	354	355	356	357
General Business risks/ opportunities	Operations management risks/opportunities	Financial risks/ opportunities	Information technology (IT) risks/ opportunities	Purchasing risks/ opportunities	Legal and compliance risks/ opportunities	Human resources risks/opportunities
<p>For example:</p> <ul style="list-style-type: none"> ◦ market cycle ◦ competitor behaviour ◦ technological innovation pressure ◦ Merger and Acquisition activities 	<p>For example:</p> <ul style="list-style-type: none"> ◦ development-time to market ◦ cycle time in manufacturing ◦ manufacturing process stability ◦ quality in development/ manufacturing 	<p>For example:</p> <ul style="list-style-type: none"> ◦ currency fluctuations ◦ country risk ◦ credit management ◦ interest income 	<p>For example:</p> <ul style="list-style-type: none"> ◦ loss of use of IT ◦ misuse of IT ◦ IT development ◦ IT implementation 	<p>For example:</p> <ul style="list-style-type: none"> ◦ dependency risks ◦ supplier market place ◦ purchase/ commodity price ◦ purchasing logistics 	<p>For example:</p> <ul style="list-style-type: none"> ◦ product liability ◦ contractual risks ◦ environmental risk ◦ intellectual property ◦ competition law 	<p>For example:</p> <ul style="list-style-type: none"> ◦ recruiting of key personnel ◦ labour market ◦ reward system ◦ co-operation/ leadership

Fig. 7

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29th

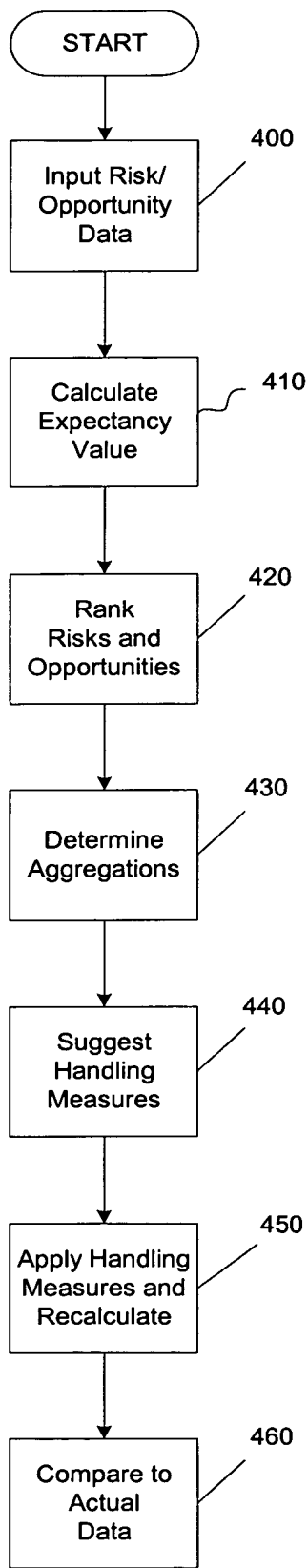


Fig. 8